A Study on Impact of Job Stress on Performance of Sales Employees of Indian Pharmaceutical Industry of Selected Cities of Uttar Pradesh

A Synopsis Submitted for Proposed Work for the Award of Degree of DOCTOR OF PHILOSOPHY IN MANAGEMENT

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Introduction

Working longer hours has been a major concern among members of every organization. The resulting stress is an adaptive response to a situation that is perceived as challenging or threatening to a person's well-being. The stress response is a complex emotion that produces physiological changes to prepare us for "fight or flight" – to defend ourselves from the threat or flee from it. In stressful situations heart rates increase, muscles tighten, breathing speeds up, and perspiration increases. The body also moves more blood to the brain, releases adrenaline and other hormones fuel the system by releasing more glucose and fatty acids, activate system that sharpen our senses, and conserve resources by shutting down our immune systems.

We often hear about stress as a negative consequence of modern living. People are stressed from overwork, job insecurity, information overload, and the increasing pace of life. These events produce distress-the degree of physiological, psychological, and behavioral deviation from healthy functioning. There is also a positive side of stress, called eustress, which refers to the healthy, positive, and constructive outcome of stressful events. Eustress is the stress experience in moderation, enough to activate and motivate people so that they can achieve goals, change their environments, and succeed in life's challenges. In other words, we need some stress or its related challenge, to survive. However, most research focuses on distress because it is a significant concern in organizational setting. Employees frequently experience enough stress to hurt their job performance and increase their risk of mental and physical health problems. In the proposed thesis, therefore, we will focus more on distress than on eustress[1].

General Adaptation Syndrome

A model of the stress experience consists of three stages: alarm, resistance, and exhaustion. The stress experience was first documented by stress research pioneer Hans Selye in the year 1956. Selye determined that people have a fairly consistent physiological response to stress situations. This response,

called the general adaptation syndrome, provides an automatic defense system to help cope with environmental demands. (i) Alarm Reaction: The alarm reaction stage occurs when a threat or challenge activates the physiological stress responses such as increased respiration rate, blood pressure, heartbeat,etc.. The individual's energy level and coping effectiveness decrease in response to the initial shock. In extreme situation this shock can result in incapacity or death because most of the time, the alarm reaction alerts the person to the environmental condition and prepares the body for the resistance stage. (ii) Resistance: The person's ability to cope with the environmental demand rises above the normal state during the resistance stage because the body activates various biochemical, psychological, and behavioral mechanism. For example, we have higher than normal levels of adrenaline and glucose during this stage, which give us more energy to overcome or remove the source of stress. At the same time, the body shuts down the immune system to focus energy on the source of the stress. This explains why people are more likely to catch a cold or other illness when they experience prolonged stress. (iii) Exhaustion: People have a limited resistance capacity, and if the source of stress persists, they will eventually move into the exhaustion stage. In most work situation, the general adaption syndrome process ends long before total exhaustion stage. Employees resolve tense situation before the destructive consequences of stress become manifest, or they withdraw from the stressful situation, rebuild their survival capabilities, and return later to the stressful environment with renewed energy. However, people who frequently experience the general adaption syndrome have increased risk of long-term physiological and psychological damage.

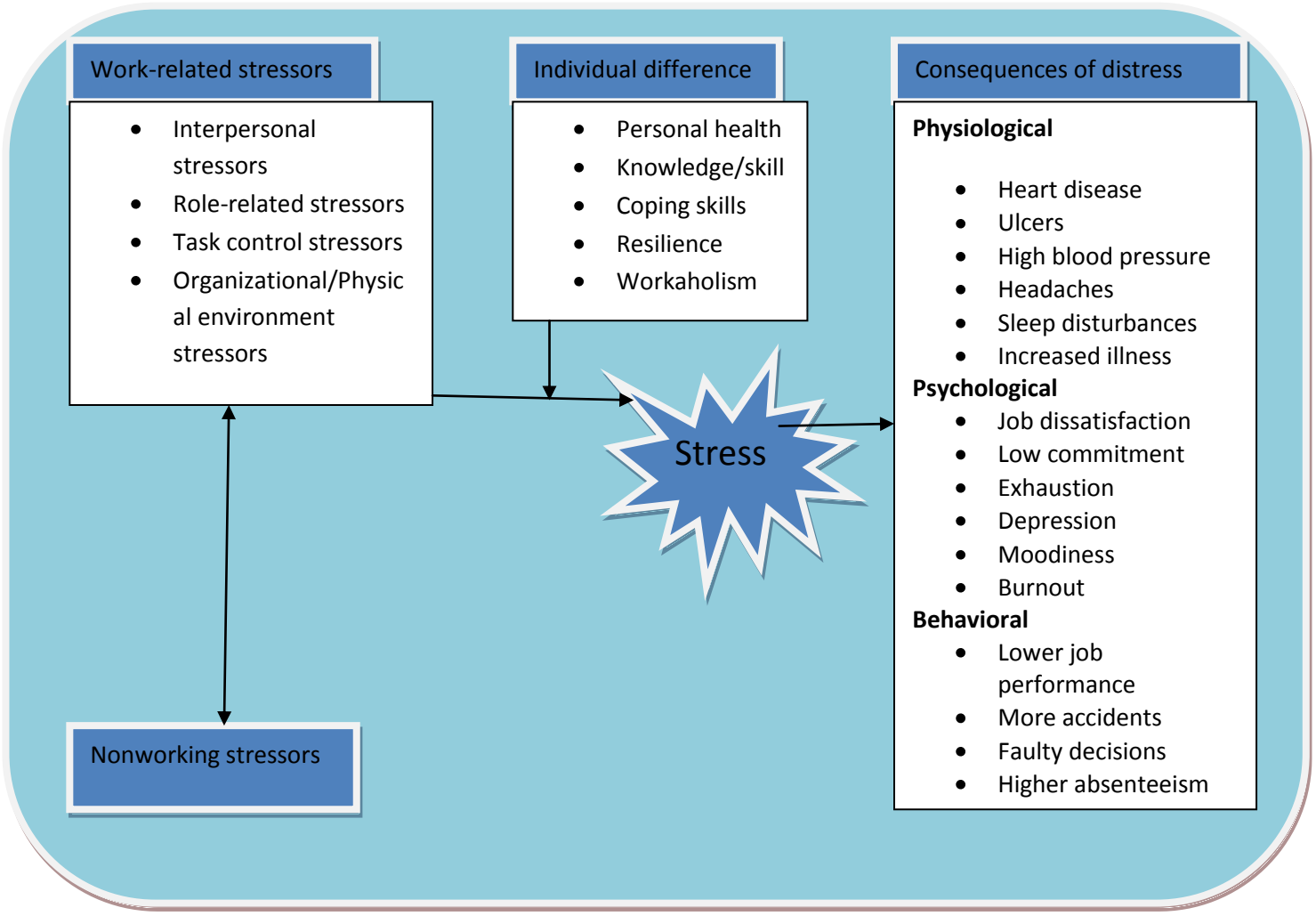
To effectively manage work-related stress, we must understand its causes and consequences as well as individual differences in the stress experience[2].

Stressors

Although there are numerous stressors in organizational setting of generally they can be classified into four main types: interpersonal, role related, task control, and organizational and physical environment stressors.

Causes and Consequences of Stress

The various causes and consequences of stress are as shown in Figure 1 [36]



Source: Organisational Behavioral by Steven L Mcshane, Marry Ann Von Glinow, Radha R Sharma[3]

Figure 1: Causes and Consequences of Stress

Theses are explained in the section below:

Interpersonal Stressors

Among the four types of stressors, interpersonal stressors seem to be the most pervasive in the workplace. The emphasis towards teamwork generates interpersonal stressors because employees must interact more with co-workers. Organisational politics and bad bosses are also interpersonal stressor. For example, one study says that female health care assistants experienced much higher blood pressure when working with an ineffective rather than an effective supervisor (N.Wager, G. Fieldman, and T. Hussey-2003). Over a sustained period, this higher blood pressure would increase the risk of stroke by 38 percent[4].

Some major interpersonal stressors are detailed below:

Workplace Violence: Workplace violence is a serious interpersonal stressor. In the U.S. more than 600 employees are murdered on the job each year, and 2 million other experience lesser forms of physical violence. An I.L.O. study reported that more than 60 percent of health care staff in Bulgaria, Australia, South Africa and Portugal experienced at least one incident of physical or psychological violence in the previous year. A recent survey reported that more than a quarter of the 3000 British nurses questioned had been physically attacked at work, half of those within the previous 12 months.

Psychological Harassment: One of the fastest-growing sources of workplace stress is psychological harassment. Psychological harassment included repeated and hostile or unwanted conduct, verbal comments, actions, or gestures that affect an employee's dignity that result in a harmful work environment for the employee.

Sexual Harassment: is a variation of harassment in which a person's employment or job appraisal is conditional on unwanted sexual relations and/or the person experienced sexual conduct from others (such as posting pornographic material) that unreasonably interferes with work performance or creates an intimidating, hostile, or offensive working environment . In other words sexual harassment is unwelcome conduct of a sexual nature that detrimentally affects the work environment or leads to adverse job-related consequences for its victims [5].

Role- Related Stressors

Role-related stressors include conditions in which employees have difficulty understanding, reconciling, or performing the various roles in their lives. Mainly three types of role-related stressors are: (i) role conflict (ii) role ambiguity, and work overload. These are explained below [35]

i. Role conflict incongruity or incompatibility of expectations associated with a person's role. Role conflict also occurs when an employee's personal value are incompatible with organizational values.

ii. Role ambiguity means that lack of clarity and predictability of the outcomes of a person's behavior. Role ambiguity produces unclear role perceptions, which directly affect job performance. It is also a source of stress in a variety of situations, such as joining as organization or working in a new joint venture, because people are uncertain about task and social expectations.

iii. Work overload- a half century ago social scientist had predicted that technology would allow employees to enjoy a 15- hour work week at full pay by 2030. So far it has not turned out that way. In many industries, employees experience stress due to work overload- working more hours and more intensely during those hours than they can reasonably handle. One plausible reason for this could be the combined effects of technology and globalization.

Task Control Stressors

A private taxi driver for an executive in Jakarta, Eddy knows that traffic jams are a way of life in Indonesia's largest city. "Jakarta is traffic congestion," he complaints. All of the streets in the city are crowded with vehicles. It is impossible to avoid this distressing fact every day. Eddy's boss complains when traffic jams make him late for appointments, which makes matters even more stressful. Eddy and

many other people experience stress due to a lack of task control. Along with driving through congested traffic, low task control occurs where the employees work is paced by a machine, the job involves monitoring equipment, or the work schedule is controlled by someone else. Computers, cell phones, and other technology also increase stress by limiting a person's control of time and privacy [6].

The degree to which low task control is a stressor increases with the burden of responsibility the employee must carry. Assembly line workers have low task control, but their stress can be fairly low if their level of responsibility is also low. In contrast, sports coaches are immense pressure to win games (high responsibility) yet have little control over what happens on the playing field (low task control). [33]

(F. Kittell et al-2002)

Organisational and Physical Environment Stressors

Organisational and physical environment stressors come in many forms. Downsizing is stressful for those who lose their jobs. Even those who keep their jobs (called layoff survivors) experience stress because of the reduced job security, chaos of change, additional workloads, guilt of having a job as others lose theirs, etc.. For example, one study reported that long –term sick doubled among surviving government employees in many countries after a major downsizing. Physical work environment stressors include excessive noise and poor lighting. People working in dangerous environments also tend to experience higher stress levels [32].

Work-Non work stressors

There are three types of non work stressors:

I. Time based conflict
II. Strain based conflict

III. Role based conflict

Time based conflict: time based conflict refers to the challenge of balancing the time demanded by work with family and other non work activities. Time – based conflict relates back to the work overload stressor discussed earlier. The problem of longer work hours that we have already discussed (as well as more intensely during those hours) is compounded by the fact that employees have little time for time or energy left for themselves and their family. Inflexible work schedules, business travel, and rotating shift schedules also take a heavy toll because they reduce the ability to effectively juggle work and non work. Time – based conflict is usually more acute for women than for men because house work and child care continue to fall more on their shoulders as a "second shift" in most dual career families.[31]

Strain based conflict: strain based conflict occurs when stress from one domain spills over to the other. Relationship problems, financial difficulties, and loss of a loved one usually top the list of non work stressors. New responsibilities, such as marriage, or birth of a child, are also stressful. Stress at work spills over to an employee's personal life and often becomes the foundation of stressful relations with family and friends. Strain based conflict may be increasing as technology allows work and non work activities to spread from one domain to the other. For instance, many professionals now routinely use their cell phones, and wireless devices for work-related tasks while at home and even on vacations. Similarly, many employees use technology at work to complete household obligations, such as online banking or purchases [7].

Role behavior conflict: Third category of non-work stressors occurs when peoples are expected to act quite differently at work than in non-work roles. For example, people who act logically and impersonally at work have difficulty switching to a more compassionate behavioral style in their personal lives. Thus stress occurs in this adjustment from one role to the other.

Stress and Occupations

So many studies have attempted to identify which jobs have more stressors than others. These lists are not in complete agreement, but it identifies a representative sample of jobs and their relative level of stressors. One problem with rating occupations in terms of their stress levels is that a particular occupation may have considerably different tasks and job environment across organizations and societies. A nurse's job may be less stressful in a small-town medical clinic, for instance, than in the emergency room of a large city hospital [30].

Another important thing is that a major stressor to one person may be less significant to another. Thus not everyone in so-called high stress occupations actually experience more stress than people in other occupations. High stress jobs have more stressors, but people do not experience more stress if they are carefully selected and trained for this type of work [8].

Stressors in Occupations

High Stress Occupations	**Medium Stress Occupations**	**Low Stress Occupations**
C.E.O	Hospital Manager	Accountant
Prison Officer	Physician	Artist
University Teacher	Psychologist	Auto Mechanic
Nurse	School Principal	Forester

Individual Differences in Stress

Due to unique personal characteristics, people have different stress experience when exposed to the same stressor. One reason is that they have different threshold levels of resistance to the stressor. Younger employees generally experience fewer and less severe stress symptoms than older employees because they have a larger store of energy to cope with high stress levels. Exercise and healthful life styles (including work-free holidays) are ways to manage stress because these activities rebuild this store of energy. A second reason for different stress outcomes is that people use different coping strategies, some of which are more effective than others. Research suggests that employees who try to ignore or deny the existence of a stressor suffer more in the long run than those who try to find ways to weaken the stressor and seek social support. (S.J. Havlovic and J.P. Keenen- 1991) [29]

The third reason why some people experience less stress than others in the same situation is that they have different beliefs about the threat and their ability to withstand it. This explanation has two parts. The first part refers to the notion that people with more knowledge and skill usually feel more confident about successfully managing or overcoming the threat. For instance, someone who flies a plane for the first time tends to experience much more stress than an experienced pilot. The second part refers to the idea that people who are optimistic, confident, and often experience positive emotions tend to feel less stress. This characteristic extends beyond the person's knowledge and skill, it refers to an important emerging concept known as resilience. (S.C. Segerstrom et al-1998) [28]

Resilience and Stress

Resilience is the capability of individuals to cope successfully in the face of significant change, adversity, or risk. Everyone has some resilience; it occurs every time we pull through stressful experience. Although the word literally means to "leap back", resilience in this context refers mainly to withstanding adversity

rather than recovering from it. Although everyone needs to recuperate to some extent following a stressful experience, people with high resilience are better able to maintain equilibrium and consequently have lost little ground in the first place. In fact, some writers believe that resilience moves people to a higher plateau after the adversity. (S.S. Luthar, D. Ciccheti, and B. Becker – 2000).

Experts have looked at the characteristics of resilience from different perspectives. One perspective is that resilient people have personality traits that generate more optimism, confidence, and positive emotions. These traits include high extroversion, low neuroticism, internal locus of control, high tolerance of change, and high self-esteem [9].

A second perspective is that resilience involves specific competencies and behaviors to respond and adapt more effectively to stressors. Research indicates that resilient people have higher emotional intelligent and good problem solving skills. They also apply productive coping strategies, such as analyzing the source of stress and finding ways to neutralize these problems. In contrast, people with low resilience tend to avoid or deny the existence of stressors.

The third perspective is that resilience is an inner force that motivates us to move forward. This emerging view is connected to the concept of self-actualization that psychologist Abraham Maslow popularized. It is also connected to recent O.B. writing, on workplace spirituality, which investigates a person's inner strength and how it nurtures and is nurtured by the workplace. Research has found that resilience is stronger when people have a sense of purpose and are in touch with their personal values.

Workaholism and Stress

While resilience helps people to withstand stress, another personal characteristics-workaholism-attracts more stressors and weakens the capacity to cope with them. The classic workaholic (also called work addict) is highly involved in work, feels compelled or driven to work because of inner pressure, and has a low enjoyment of work. He/she is compulsive and preoccupied with work, often to the exclusion and detriment of personal health, intimate relationships, and family. Work addicts are typically hard-driving,

competitive individuals who tend to be impatient, lose their tempers, and interrupt others during conversations. These latter characteristics are collectively known as the type A behavior pattern.[10]

INDIAN PHARMACEUTICAL INDUSTRY

The Summary characteristics of Indian pharmaceutical industry are given in the table below:

Size of the Industry	250 large units and about 8000 Small Scale Units. 20,000 registered units all over India.
Geographical distribution	Bengal, Calcutta , Pune, Mumbai, Banglore.
Output per annum	Rs.260 billion (2009-10)
Percentage in world market	10%
Market capitalization	7% of the share

Source:www.Pharmaceutical.gov.in

Table 1: Summary characteristics of Indian Pharmaceutical Industry

History

The history of Indian pharmaceutical market in 1970's was almost non-existent. Today, India has gained immense importance and carved a niche for itself in the pharmaceutical domain. In fact, it has emerged as a big mart for the pharmaceutical industry. In today's world, Indian pharmaceutical industry ranks 4th in terms of volume and 13th in terms of value. Different variants in the industry are formulations, bulk drugs, generics, Novel Drug Delivery Systems, New Chemical Entities, or Biotechnology, etc. Indian companies are dominating in the marketplace which was traditionally manned by MNC's. In 1930, in Calcutta the first pharmaceutical company called Bengal Chemicals and Pharmaceutical Works, was started[11].

Brief introduction

Today, in India, Pharma Industry ranks as first of India's science-based industries with wide ranges of capabilities in the complex field of drug manufacture and technology. The industry is estimated to be worth $4.5 billion, which is growing at 8-9% annually. It is one of the best and highly organized sectors. The sector specializes in term of technology, quality and range of medicines manufactured. The product of the industry ranges from simple headache pills to sophisticated antibiotics and also complex cardiac compounds.

Top leading Companies

- GlaxoSmithKline (GSK), India
- Novartis India Limited
- Wyeth India Limited
- AVENTIS PHARMA INDIA
- PFIZER INDIA LIMITED
- AstraZeneca

- India Ltd
- JOHNSON & JOHNSON (ETHNOR DIVISION)
- Cipla Limited
- Ranbaxy India Limited
- Dr.Reddy Laboratories
- Nicholas Piramal India Limited
- SUN PHARMA LIMITED
- RPG LIFESCIENCES LTD
- UCB Pharma Ltd
- E Merck India Ltd
- ELI Lilly and Company (India)
- Aurobindo Pharma Ltd
- Aventis Pharma Ltd
- Cadila Pharmaceuticals Ltd
- Cipla Ltd
- Dabur Pharma Ltd
- Dey's Medical Stores Mfg. Ltd
- Dr. Reddy's Laboratories Ltd
- Elder Pharmaceuticals Ltd
- Glenmark Pharmaceuticals Ltd

Employment opportunities

The job opportunities in pharma industry are as follows:

- Pharmacist
- Drug Therapist

- Hospital Drug Coordinator
- Preparing Prescription to Patients
- Drug Inspector
- Chemical / Drug Technician
- Research Officer
- Pathological Lab Technician
- R&D
- Scientist
- Bio-tech Industries

Literature Review

S. No.	Title	Author	Issue	Finding
1	Best Practice in Sales Management	Prof. Sam Reese	How you can be a good sales person	Sam Reese has been researching what keeps the world's most successful sales organization (known as Winning Sales Organisation or WSOs)on top, year after year
2	Role of Stress in Job	Prof. Wetzels	Authors investigate antecedent and consequent of role stress	Empowering service employee by giving them authority and responsibility decrease their sense of role stress and at the same time, enhance job satisfaction.
3	Role of sales force	Prof. Jobber & Lancester and Jamieson	Author defines different ways of selling & marketing	They classify selling strategy/function in three category: (i) order creator (ii) (ii) order taker (iii) Order getter
4	Onecan handle stress at work place	Prof. Thomson	Awareness of the need to manage stress at work place	For solving this issue, there is nee for a motivated and productive workforce.

5	Work organizational & Stress	Prof. Strvroula, Griffiths and Cox	There is emphasize on the specific relevance of workplace risk assessments	The researchers have included a model of organizational stress and emphasized the relationship between work-related stress hazard, individual and organizational symptoms of stress, negative outcomes and financial costs.
6	Organis-ational variables and job stress	Dr. Srivastava	Determinants of organizational stressors and its impact of job stress	They find that organizational variables had significant positive effect on job stress.
7	Stress at Work	Mr. Bluag & Lekhi	Impact of stress	Stress has great impact on personal as well as professional life, and remedies how one can save oneself from stress at work place
8	Causes of stress in organisation	Dr. Bhatti	Main cause of stress	Stress is taken as dependent variable whereas independent variables are categorized into extra-organizational and intra-organizational stressors.
9	Work stress and job performance	Mr. Park	Impact of job stress on organizational performance	Stressed workers are also more likely to be unhealthy, poorly motivated, less productive and less safe at work. Their organizations are also less likely to succeed in a competitive market.
10	A new conceptualization of sales person's customer orientation	Dr. Singh and Koshy	New role of a sales person in organization	To understand and continuously fulfill their hierarchy of latent needs, and to keep them satisfied by creating and delivering value through long-term relationships.
11	Relationship between job stress and job performance	Dr Motowidlo, Packard & Manning	Main reason of stress of Nurses	Main reason for the stress for nurses is fear of negative evaluation. It affects their chances of promotion, and sudden stressful events are the reason for the stress.
12	Stress effects on health	Mr. Fischler	Major causes on health	That dimensions of job stress on the one hand and psychosocial variables (such as psychological distress but especially the personality factors neuroticism and

				alexithymia) on the other are clear predictors of subjective health indicators
13	Destination India for the pharmaceutical industry	Dr. Chadha	Factors for growth of pharmaceutical industry in India	with stronger patent laws, contract research, joint ventures and clinical trials at a fraction of the cost in India as compared to developed countries, India is the right choice for pharmaceutical FDI in the near term.
14	How to capture maximum market share	Dr. Deshmukh and Sahastrabuddha	Strategy adopted by pharma companies to increase market share	Indian pharmaceutical companies have evolved distinctive business models and are going for a combination of co-operate & compete strategy.
15	The Evolution of Sales Models in the Indian Pharma Industry	By Amardeep Udeshi, Engagement Ma nager, IMS Consulting Group and Mohit Bahri,	Sales models are being, and will continue to be, reinvented and redesigned across the Indian pharma market landscape in the years to come.	Challenges faced by sales persons in their routine work. Difference between new and old sales models Difference between distribution channel of Indian and International market.
16	Pharmaceutical distribution system in India	Mr. Roger Jeffery	Problems and challenges faced by Indian pharmaceutical distribution system	In this article author compare old system of distribution with new system of distribution of Indian Pharmaceutical Industry.
17	Industry Structure and the pattern of innovation: Pharmaceutical Industry of India	Prof. Pradip Kumar Dr. Parthasarthi Banerjee	Constraints and opportunities of the pharmaceutical industry in India	Overall, and despite the fact that Indian enterprises have proved to be globally competitive and that they are capable of delivering lowest-cost medicines the general states of technological affairs indicate that technological investments are very low.
18	The evolution of pharmaceutical sales: new models for a	Mr. Antony Morton and Mr. David	S.W.O.T. analysis of the pharmaceutical	All Pharmaceutical companies should be looking to establish a specific action plan for developing their business in the

	changing environment	Ziedman	industry	short and medium term. In author point of view focusing on the following four elements is critical portfolio & franchise strategy, commercialization model: capabilities organization & infrastructure: and cost & capital structure.
19	Occupational Stress and some biographical variables as predictors of organizational change : A study of bank employees	Dr. Anis Ahmed	These days, the transitory phase of change usually receives a great resistance because industrial workers usually fear of loosing their work, promotion or authority, though, it is not really true.	The obtained results of the present study have clearly shown that employees' general reactions in banking sector towards organizational change (OC) are quite favorable.
20	Trend's in India's Trade in pharmaceutical sector : some insights	Dr. Muralli Kallummal	Comparison of Indian Pharmaceutical industry with Chinese's Pharmaceutical industry	Authors investigate the things which are common and which things are different in these countries of pharmaceutical industry.

Need of the Study

Today the pharmaceutical industry is the fastest growing industry in the world. The Indian Pharmaceutical industry consists of more than 20,000 registered units which are highly fragmented. It has been expanding in a tremendous manner in the last two decades and includes 250 pharmaceutical companies which control 70% of the market. The growth of Pharmaceutical industry in India is US$ 3.1 billion with growing rate at 14% year. (2009-10)

In India, according to the website of salary.com, the maximum level of stress is in the pharmaceutical industry in India. This is because the new development advanced technology makes this industry very competitive. The levels of stress in the industry are 2.9 out of 5, which is the maximum level in comparison to any other industry.

Stress management is an important activity of strategic human resource management. It has a significant impact on the performance of the employee and efficiency of the organization, so it should be considered an efficient way of improving organizational profitability and reducing costs through lowering rates of absenteeism and turnover. There are various factors that affect employee's intent to quit, stress on job, time management and job dissatisfaction [27].

In this research, the causes of stress and how it affects employee's performance in pharmacy industry in India will be explained. This study would be helpful in reducing stress of employees at job place and increase the efficiency of the employees and organization.

Objectives

i. To identify level of stress among sales employees of pharmaceutical industry of Uttar Pradesh
ii. To explore causes of job stress of sales employee of pharmaceutical industry of Uttar Pradesh
iii. To analyze impact of job stress on performance of sales employee of pharmaceutical industry of Uttar Pradesh
iv. To examine various policies formulated by management to reduce stress of sales employees pharmaceutical industry of Uttar Pradesh

Hypotheses

H_{01}– There is no significant difference in level of stress amongst sales employees of the selected cities

H_{02} – Level of stress has no significant effect on performance of sales employees

H_{03} – The stress reduction policies formulated by the pharmaceutical company's management have not perceived beneficial by sales employees.

Research Methodology

Scope of the study – The study focus on Indian pharmaceutical industry of three cities of Uttar Pradesh, namely, Agra, Lucknow and Meerut City. As per census data of Govt. of India, in terms of population these cities has maximum number of population. Researcher selected top five cities of Uttar Pradesh as per population and then randomly selected these three cities. These cities are also famous for several good private hospitals and government hospitals. A large number of patients are referred to these cities from nearby small towns/cities.

The relevant and brief description of the these cities are given below:

Agra, a city in northern India's Uttar Pradesh state, is home to the iconic Taj Mahal, a mausoleum built for the Mughal ruler Shah Jahan's wife, Mumtaz Mahal, who died in childbirth in 1631. Agra is famous for several good private hospitals and a government hospital, S.N. district hospital. There are no government hospitals in other cities near Agra. A large number of patients are referred to Agra from Aligrah, Mathura, Firozabad and Hathras district. Agra has the following major hospitals:

1. S.N. District Hospital
2. Institute of Mental Health Hospital
3. Sarojini Naidu Medical College
4. Ram Raghu Hospital
5. Pushpanjali Hospital & Research Centre
6. Asopha Hospita

Lucknow is the capital city of Uttar Pradesh and it has always been a multicultural city and also known for good medical facilities. Lucknow has following good hospitals:

1. Sahara Hospital
2. Lucknow Hospital
3. Vivekananda Polyclinic & Institute of Medical Sciences
4. Indira Gandhi Eye Hospital & Research Centre
5. Sanjay Gandhi Post Graduate Institute

In the North India, the city of **Meerut** makes for an important town, which is having an elongated history to it and is situated in the western part of Uttar Pradesh.. Meerut city is in close proximity to the capital city of Indian Govt. New Delhi, so Meerut is 60 K.M. from airport in Delhi. Meerut is the second largest city in N.C.R. location. Main hospitals of the city are as follows:

1. Apollo Hospital
2. Anand Hospital
3. Jaswant Rai Hospital & Research Centre
4. Lokpriya Hospital
5. Meerut Kidney Hospital

Dependent and Independent Variables: In this study researcher identify two major variables, one is job stress and second is job performance. Researcher classify the job stress as an independent variable and job performance is dependence variable.

Data Collection Methods

Primary Data

The tools for the purpose of primary data collection would be questionnaires and interviews (both structured and unstructured).

Secondary Data

Data will be collected through various magazines, journals, publication of marketing research agencies, newspaper, internet and libraries.

Sampling plan – For data collection purpose, sample size selected will be 350, from 3 major cities of Uttar Pradesh.

S. No.	City Name	Population of Sales Employees	Sample Size (% of population)
1	Agra City	270	90 (26%)
2	Lucknow City	460	155 (44%)
3	Meerut City	320	105 (30%)
Total		1050	350 (33%)

Source : based on pilot survey (see appendix II)

Total population of sales employees of these cities are 1050 and out of 1050, 350 sample size selected for the study, which comes approx 33% of the population.

Justification for Industry Chosen:

Today in India, Pharma Industry rank's first of India's science-based industries with wide ranges of capabilities in the complex field of drug manufacture and technology. The industry is estimated to be worth $4.5 billion, which is growing at 8-9% annually. It is one of the best and highly organized sectors. The sector specializes in term of technology, quality and range of medicines manufactured. The product of the industry ranges from simple headache pills to sophisticated antibiotics and also complex cardiac compounds.

The Indian pharmaceutical industry ranks among the top five countries by volume (production) and account for 10% of global production. Low cost of skilled manpower and innovation are some of the main factors supporting this growth in India.

In India Uttar Pradesh is largest state in size and population. U.P. is the third largest economy in India, after Maharashtra & Tamilnadu. Uttar Pradesh is also known for good medical infrastructure, low cost of skilled man power. Major component of pharmacy industry are their sales employee, those are

responsible for generate revenue and maximize profits. In pharmacy industry sales employee face greater amount of stress, some major elements are below which are responsible for making sales employee very stressful:

1. To achieve sales task (target)
2. To follow all strategies & policies of the company without deviation
3. To build images of the company in the respective working territories
4. Providing market feedback to company time to time
5. Each M.R. has to make 10 visits to a doctor in a day, 240 visits in month.

PROPOSED CHAPTERIZATION OF THE STUDY

CHAPTER 1 INTRODUCTION

1.1 THE BACKGROUND

1.2 NEED OF THE STUDY

1.3 OBJECTIVES OF THE STUDY

1.4 PROPOSED HYPOTHESIS

1.5 RESEARCH METHODLOGY

CHAPTER 2 REVIEW OF LITERATURE

CHAPTER 3 ANALYSIS OF SECONDARY DATA

CHAPTER 4 ANALYSIS OF PRIMARY DAYA

CHAPTER 5 SWOT ANALYSIS OF THE PHARMACY INDUSTRY

CHAPTER 6 CONCLUSIONS AND SUGGESTIONS

ANNEXURES I BIBLIOGRAPHY

II QUESTIONNAIRE

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Appendix I

Justification of the Sample Size: A good sample size is a true representative of the population. To fulfill the stated objectives the researcher intends to use both primary and secondary data. Assuming a Seven Point Scale for estimation of mean for a relatively homogeneous population of sales persons.

$\sigma = 7 - 1/ 6 = 1$, $Z = 1.96$ (for 95% confidence level)

$D = \bar{x} - \mu = 0.1$

$n = \sigma^2 z^2 / D^2 = (1.0 * 1.96/0.1)^2$

$= 384.16 = 384$

Divided into 3 cities,

$n = n_1 + n_2 + n_3$

$n_1 = n_2 = n_3 = 384/3 = 128$

Explanation of Sample Size – Infinite Population (Where the population is greater than 50,000)

$SS = Z^2 * (p) * (1-p)/C^2$

SS = Sample Size

Z = Z value [A] (e.g 1.96 for a 95 percent confidence level)

P = Percentage of population picking a choice, expressed as decimal [B]

C= Confidence interval, expressed as decimal (e.g. .05 = +/- 5 percentage points)

A Z – values (Cumulative Normal Probability Table) represent the probability that a sample will fall within a certain distribution.

The Z values for confidence levels are:

1.645 = 90 percent confidence level

1.96 = 95percent confidence level

2.576 = 99 percent confidence level

SS = 3.8416 * .5 * .5 /.0025

SS = 384.16 ***(Source ; Bill Godden 2004)***

Appendix II

S. No.	City Name	Major Pharmaceutical Companies	Number of sales persons in each major pharmaceutical companies	Total population	Sample size selected
1	Agra City	27	10	270	90 (26%)
2	Lucknow City	46	10	460	155 (44%)
3	Meerut City	32	10	320	105 (30%)
Total		105	10 IN EACH CITY	1050	350 (33%)

Source : Based on Pilot Survey